SERVANT LEADERSHIP WORKPLACE SOCIAL SUPPORT AND PSYCHOLOGICAL CAPITAL: ACHIEVING WORK-LIFE BALANCE AND PSYCHOSOCIAL WELL-BEING

A SYNOPSIS

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1. INTRODUCTION

After globalization, banking and its allied services are inevitable in the business world for the smooth functioning of the business. Even small businesses depend more on banking services concerned with financial matters. In simple words, the financial and economic performance of a country relies more on the performance of the banking sector of the country. Thus, the sustainability of the banking business is more significant. With the advent of new avenues in the industry, different internal and external challenges are emerged for the banking companies such as dense competition, political pressure, compound lifestyle, government policies and various deadlines etc [1]. All such a kind of factors causes various physical, mental, emotional, psychological and social illnesses for banking professionals. These illness leads to more absenteeism, sickness, work and family life imbalance etc. Successfully adjusting time and energy to work and personal life is challenging in life-stage of profession [2]. According to Organization for Economic Cooperation and Development (OECD) report balancing work and personal life is significant component for improving emotional and social Well-Being.

Hence it is essential for the banking companies to empower their employees to achieve Work-Life Balance (WLB) and ensure Psychosocial Well-Being (PWB).

2. LITERATURE REVIEW

2.1. Servant leadership

Servant leadership (SL) is a new addition to traditional leadership theories, providing an emerging perspective in organizational behavior research, according to Walumbwa et al. [3]. It was characterized as going beyond one's self-interest, which was highlighted by Greenleaf [4], servant 6 leadership emphasizes the moral behavior of taking responsibility for the success of employee development, based on the research work of Ehrhart [5]. Rather than prioritizing the organization, such as by motivating employees to achieve performance beyond expectations, servant leadership is preoccupied with the holistic needs of subordinates, as stated by Greenleaf et al. [6]

2.2. Work Social Support

Work Social Support (WSS) may come from a variety of sources, such as supervisors and coworkers. It has been shown that work social support is positively related to an individual's goal achievement, stress alleviation, and job satisfaction, as indicated in the study of Bakker and Demerouti [7]. Premeaux et al., [8] argue that the positive outcomes of job social support, such as job satisfaction and successful goal achievement, create a supportive environment for positive psychological states including self acceptance.

In short, SL and WSS lead to a pleasant and supporting working environment where employees feel safe and comfort. Consequently, such a favorable social context elevates WLB and PWB

2.3. Work-life Balance

Haar [9] defined Work-life Balance (WLB) as "the extent to which an individual is able to adequately manage the multiple roles in their life, including work, family and other major responsibilities". Russo et al., [10] found workplace factors were important towards work-life balance. Furthermore, that study specifically explored workplace support, which does align somewhat with the focus of servant leadership around nurturing and growing followers.

In this regard, perceiving support from one's leader around a servant leadership style enhances the employee's perceptions of support in the workplace, which builds work-life balance resources.

2.4. Psychological Capital

Psychological Capital (PsyCap) comprises positive psychological mind and type of personal resources of individuals for development. The concept of psychological capital (PsyCap) refers to an individual's positive psychological state of development characterized by hope, self-efficacy, resilience and optimism, as mentioned by Luthans et al. [11]. PsyCap may be a core element in the application of positive psychology in organizations, and that improving employees' PsyCap may be one of the most effective ways to enhance workplace Psychosocial well-being, which was proven by Culbertson et al. [12].

2.5. Psychosocial well-being

Psychosocial Well-being (PWB) is a super-ordinate construct that includes emotional or psychological well-being, as well as social and collective well-being and this is defined by Larson [13]. A perceived good balance between work and personal life predicts psychosocial well-being, which was found by Gröpel and Kuhl [14]

3. OBJECTIVES OF THE STUDY

- To examine the level of effect of Servant Leadership on (a) Workplace Social Support (b) Work-Life Balance and (c) Psychosocial Well-being
- To study the level of effect of Workplace Social Support on (a) Work-Life Balance and (b) Psychosocial Well-being
- To understand the level of effect Work-Life Balance on Psychosocial Well-being
- To analyze mediation effect of Workplace Social Support between (a) Servant Leadership and Psychosocial Well-being and (b) Servant Leadership and Work-Life Balance
- To analyze mediation effect of Work-Life Balance between (a) Servant Leadership and Psychosocial Well-being and (b) Workplace Social Support and Psychosocial Well-being
- To analyze mediation effect of Work Social Support and Work-Life Balance between Servant Leadership and Psychosocial Well-being
- To study the influence of Psychological capital on (a) Work-Life Balance and (b) Psychosocial Well-being
- To study moderation effect of Psychological capital between (a) Servant Leadership and Work-Life Balance through Workplace Social Support and (b) Servant Leadership and Psychosocial Well-being through Workplace Social Support and Work-Life Balance

4. RESEARCH PROBLEM

Various studies suggested the tackling Work-Life Imbalance and achieve Psychosocial Well-being through organizational support in the form of organizational policies [15]. However, few studies highlighted the importance of social support of employees and employers to achieve WLB and PWB.

Therefore the novelty of this study is to explore the how the social support behavior in all the levels of management supported the achieving WLB and PWB in the banking sectors in India.

This idea is supported by Erikson's Psychosocial Development Theory, which is comprehensive framework of various stages of human development each associated with specific psychosocial crisis. In this connection, this study embracing 6th stage (18th – 40th age group) of human development, where highlight more about Intimacy, which is build by close relationship (Workplace and Family). Hence, peoples, at this stage, attempted to solve psychosocial crisis and work-life imbalance by the way of crafting meaningful relationship.

Further, according to Social Capital Theory, meaningful relationship can be formed by mutual support, shared norms and trust for all the levels of management. According to this theory, Bonding can be done with mutual support among group members (Social Support) [16], whereas Bridging can be done with effective leadership (Servant Leadership) [17]. Further, as stated in the Positive Psychology theory, Psychological Capital (Psy Cap) of the individuals enhances more on achieve WLB and PWB [18].

Hence, this study focuses on the effect of Servant Leadership and Social Support Behavior on the WLB and PWB and also tests the effect of Psy Cap on the WLB and PWB.

5. HYPOTHESES

H1 (a): Servant Leadership is positively effect on Workplace Social Support

H1 (b): Servant Leadership is positively effect on Work-Life Balance

H1 (c): Servant Leadership is positively effect on Psychosocial Well-being

H2 (a): Workplace Social Support is positively effect on Work-Life Balance

H2 (b): Workplace Social Support is positively effect on Psychosocial Well-being

H3: Work-Life Balance is positively effect on Psychosocial Well-being

H4 (a): Workplace Social Support mediates between Servant Leadership and Psychosocial Well-being

H4 (b): Workplace Social Support mediates between Servant Leadership and Work-Life Balance

H5 (a): Work-Life Balance mediates between Servant Leadership and Psychosocial Well-being

H5 (b): Work-Life Balance mediates between Work Social Support and Psychosocial Well-being

H6: Workplace Social Support and Work-Life Balance serially mediates between Servant Leadership and Psychosocial Well-being

H7 (a): Psychological Capital is positively effects Work-Life Balance

H7 (b): Psychological Capital is positively effects Psychosocial Well-being

H8 (a): Psychological Capital moderates between Servant Leadership and Work-Life Balance through Workplace Social Support

H8 (b): Psychological Capital moderates between Servant Leadership and Psychosocial Well-being through Workplace Social Support and Work-Life Balance

6. CONCEPTUAL FRAMEWORK

The conceptual framework was framed based on the above discussion as depicted in figure 1.

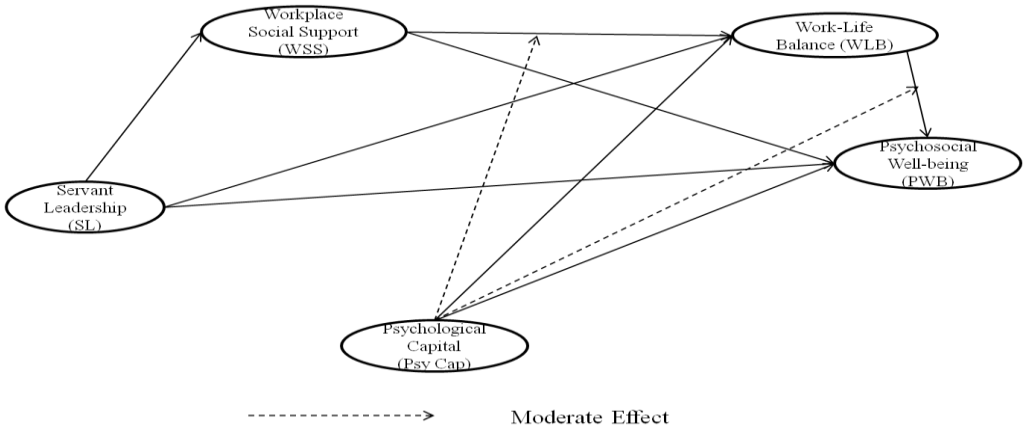

Figure 1 Conceptual Model

7. RESEARCH METHODOLOGY

Research Design: Descriptive Research resign was followed in this study

Population: The participants of this study were banking employees (Grade 1 and Grade 2) working banks in Tamil Nadu. Population size for this study is 36775. The population details were collected from Indian Banking Association (IBA).

Sample: Using the sample size formula, the minimum number of sample required is 381.

$$\text{Sample Size (n)} = [(Z^2 \times P \times (1-P)) / M.E^2]$$

Pilot Study: Before the data collection process, pilot study was conducted to test the feasibility and reliability of the research instruments. After pilot study, the data collection process was taken up. Duration of data collection was 3 months. Both direct survey and email survey was used to collect the data.

Sampling Method: they were location wise dispersed; the multi stage cluster sampling was adopted to select the samples.

Data Collection: Primary Data collected using survey method

Research Instrument: Questionnaire was used to collect the data

Data Analysis: Multi-Group Analysis and Structural Equation Model

Software Used: SPSS and Smart-PLS

7.1. Measures

Totally five constructs were used, namely Servant Leadership (SL), Workplace Social Support (WSS), Work-Life Balance (WLB), Psychological Capital (Psy Cap) and Psychosocial Well-Being (PWB). All the scales were measured by 5-point Likert Scale, in which the value ranges from 1 to 5. 1 represented “Strongly Disagree” while 5 represent “Strongly Agree”.

To measure level of perceived SL of employees, it was used the scale developed by [19]. The scale was measures using 12 measurement items were used for this study.

WSS Scale was used consisting of 12 measurement items, developed by [20]. This scale has three dimensions support from supervisors, colleagues, and family/friends.

An instrument developed by [21] to measure WLB in organizations. A 15-item scale had been adapted from a 19-item scale originally developed by [22]. The 15-item scale measured Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work Personal Life Enhancement (WPLE) as three sub-dimensions of WLB.

PWB was measured using scale developed by [23], consisting of six sub-dimensions namely Autonomy, Environmental mastery, Personal Growth, Positive Relations, Purpose in life and Self-acceptance.

Psy Cap scale was proposed by [24] with twelve measurement items. The scale includes self-efficacy, hope, resilience, and optimism as subscales using all measurement items.

8. MODEL ANALYSIS AND RESULTS

SEM was used to study the quality of the model and the interrelationship among the constructs used in the model. Generally, Structural Equation Modeling (SEM) is performed by testing inner and outer model relationships. Testing the outer model relationship is called evaluation of the measurement model, in which the relationship between measurement items and constructs needs to be examined, whereas testing the inner model relationship includes the relationship among constructs used in a model, which is called evaluation of the structural model [25]

8.1. Assessment of Measurement Model

It is the process of checking the fulfillment of quality criteria between measurement items and latent constructs in terms of reliability and validity based on the model [25]. The model of this study has a second-order construct design, including lower-order and higher-order constructs. Further, this model is a reflective-formative model, where measurement items form the lower (first) order constructs reflectively and lower order constructs would be the causes of second-order constructs, namely higher order constructs, and so this would be formed formatively.

Quality constraints for lower-order constructs was checked using the following tests under the concept of a reflective model; (1) Indicator Reliability, (2) Construct Reliability, (3) Convergent Validity, and (4) Discriminate Validity. On the other hand, the higher-order constructs must undergo test (1) Collinearity (2) Indicators Weights and (3) Indicators Loadings using the concept of formative model [26].

The first step in assessing lower-order constructs is checking indicator reliability, which shows the strength of the relationship between measurement items and respective constructs. The indicator values lie between +1 and -1, and a value close to 1 indicates a strong relationship, while close to 0 indicates a low relationship [27]. Further, if the indicator value is higher than 0.60, then the measurement items are considered for further process of analysis, and less than the threshold value is recommended for removal [28]. The indicator values of measurement items ranged from 0.62 to 0.95 in this study, which was higher than the verge point of 0.60.

The next step is to check construct reliability using Cronbach's Alpha (CA) and Composite Reliability (CR). Both measures must have values more than the required value of 0.70 to achieve construct reliability [25]. In this, both CA and CR met the required ceiling value of 0.70. Hence, it was concluded that construct reliability was achieved.

Furthermore, the convergent validity was explored using Average Variance Extracted (AVE). If the value of AVE is higher than 0.50, then all the measurement items are suggested to converge into respective constructs [29]. All the AVE values are higher than the ceiling value of 0.50. Hence, convergent validity was also attained in this study.

Heterotrait and Monotrait (HTMT) ratio is popular test to explore discriminant validity for the constructs used in the model. This test based on the calculating correlation between two constructs. The correlation ratio between the constructs is lesser than the threshold value 0.90 [30]. HTMT ratio among the constructs was less than the recommended value of 0.90. Thus discriminant validity achieved.

8.2. Assessment of Higher-Order Constructs

Collinearity was tested using Variance Inflation Factor (VIF) values. If the VIF values are less than 5, then the collinearity issues do not exist in the model [31]. In this study, all the values are less than the maximum cap value of 5.

After that, it is important to calculate the regression weight between lower-order constructs (LOC) and higher-order constructs (HOC) to find the impact of each LOC on the respective HOC in the formative model. It is justified if the values of regression weights are significant, then it is concluded that the LOC significantly contributes to creating HOC [28]. In this study, all the values of regression weights of LOC significantly influenced HOC except the between Family / Friends Support (FS) and Work Social Support, Personal Growth (PG) and Positive Relations (PR) and Psychosocial Well-Being.

In addition, if the regression weight of any of the LOC is insignificant, then it is important to prove the relationship between LOC and HOC using the loadings value. If the loading value is higher than 0.5 and it is significant, then it is proved that a significant relationship exists between LOC and HOC in the formative model [28]. In this study, all the LOCs were highly loaded on HOC since it was higher than 0.5, which was significant. Hence, it was conceived that all LOC had a significant influence on HOC.

8.3. Assessment of Structural Model

When the quality criterion for the outer model is checked, the inner model will be assessed, whereby the relationship among constructs will be explored [32]. Assessment of the inner model includes testing the model's explanatory power and path coefficients. The explanatory power of the model, which means that the level of impact created by one or more exogenous variables on the endogenous variables, is explained using the value of R^2 and f^2 [28].

The value of R^2 ranges from -1 to +1, and the value close to 1 indicates a strong impact of exogenous variables on endogenous variables [33]. Moreover, the explanatory power is classified as substantial, moderate, and weak if the value is in the range of 0.75, 0.50 and 0.25, respectively [34].

In this study, the value of R^2 the values suggested that exogenous variables on endogenous variables created a substantial impact.

Another measure to examine the model's explanatory power is the value of f^2. Knowing the importance of each exogenous variable used in the model is helpful. The f^2 values represent the effect size of exogenous variables. The effect size categorized as small, medium and large when the value of f^2 is less than or equal to 0.02, 0.15 and 0.35, respectively [35].

In this study, the effect sizes of all the exogenous variables for endogenous variables were medium.

After evaluating the model's explanatory power, the path coefficient needs to be calculated to understand the level of influence of each exogenous construct on the endogenous construct. Path coefficient helps to measure the level of influence of an exogenous construct on an endogenous construct while keeping other constructs constant [36]. In the present study, all the exogenous constructs positively influenced the endogenous constructs and were significant as well. It implies that some changes that occurred in exogenous constructs will significantly impact the endogenous constructs as highlighted in Table 1.

Table 1 Path Coefficients

	Path Coefficients	**Standard deviation**	**T Value**	**p value**	**Result**
SL -> WSS	0.357	0.054	6.57	0.022	H1 (a) Accepted
SL -> WLB	0.889	0.013	68.815	0.000	H1 (b) Accepted
SL -> PWB	0.550	0.06	5.676	0.035	H1 (c) Accepted
WSS -> WLB	0.374	0.057	6.611	0.022	H2 (a) Accepted
WSS -> PWB	0.386	0.056	6.882	0.020	H2 (b) Accepted
WLB -> PWB	0.202	0.054	3.763	0.041	H3 Accepted

Psy Cap -> WLB	0.305	0.092	3.316	0.044	H7 (a) Accepted
Psy Cap -> PWB	0.531	0.059	8.975	0.012	H7 (b) Accepted

Note: p value should be less than 0.05 to accept the hypothesis

8.4. Mediation Analysis

Mediation analysis was performed to understand the strength of the mediation path. Mediation analysis used to study the total effect, direct effect and indirect effect among the constructs in the model [28]

It was highlighted that WSS and WLB partially mediates the relationship between the SL on PWB. Thus H6 was accepted as indicated in Table 2.

Table 2 Serial Mediation Analysis

Total Effect (SL→ PWB)		Direct Effect (SL→ PWB)		Indirect Effect (SL→ PWB)					Results	
Effect Size	p-value	Effect Size	p-value		Effect Size	SD	T Value	P Values		
0.879	0.000	0.550	0.000	(SL → WSS → WLB → PWB)	0.329	0.005	10.362	0.000	**Partially Mediated**	**H6 Accepted**

Note: p value should be less than 0.05 to accept the hypothesis

In addition, other four paths were tested, where first path was SL on PWB through WSS (SL → WSS → PWB), then second was SL on WLB through WSS (SL → WSS → WLB), then third was SL on PWB through WLB (SL → WLB → PWB) and finally, WSS on PWB through WLB (WSS → WLB → PWB) with effect value of 0.421, 0.335, 0.303 and 0.077 respectively and all were significant as mentioned in Table 3.

Table 3 Specific Mediation Analysis

Path (SL → WSS → PWB)										
Total Effect (SL→ PWB)		Direct Effect (SL→ PWB)		Indirect Effect (SL→ PWB)					Results	
Effect Size	p-value	Effect Size	p-value		Effect Size	SD	T Value	P Values		
0.864	0.000	0.443	0.000	(SL → WSS → PWB)	0.421	0.053	7.957	0.000	**Partially Mediated**	**H4 (a) Accepted**
Path (SL → WSS → WLB)										
Total Effect (SL→ WLB)		Direct Effect (SL→ WLB)		Indirect Effect (SL→ WLB)					Results	
Effect Size	p-value	Effect Size	p-value		Effect Size	SD	T Value	P Values		
0.871	0.000	0.545	0.000	SL → WSS → WLB	0.335	0.052	6.413	0.000	**Partially Mediated**	**H4 (b) Accepted**
Path (SL → WLB → PWB)										
Total Effect (SL→ PWB)		Direct Effect (SL→ PWB)		Indirect Effect (SL→ PWB)					Results	
Effect Size	p-value	Effect Size	p-value		Effect Size	SD	T Value	P Values		
0.865	0.000	0.562	0.000	SL → WLB → PWB	0.303	0.051	5.934	0.000	**Partially Mediated**	**H5 (a) Accepted**
Path (WSS → WLB → PWB)										

Total Effect (WSS→ PWB)		Direct Effect (WSS→ PWB)		Indirect Effect (WSS→ PWB)					Results	
Effect Size	p-value	Effect Size	p-value		Effect Size	SD	T Value	P Values		
0.472	0.000	0.369	0.000	WSS → WLB → PWB	0.077	0.024	3.186	0.001	**Partially Mediated**	**H5 (b) Accepted**

Note: p value should be less than 0.05 to accept the hypothesis

8.5. Moderation Analysis

The hypothesis was framed to test the moderation effect of Psychological Capital between with effect of Servant Leadership and Workplace Social Support together and Work-Life Balance in this study. Further, the moderation effect of Psychological Capital between with effect of Servant Leadership Workplace Social Support and Work-Life Balance together and Psychosocial Well-being was tested in this study.

The standard quality criteria were measured using F^2 effect size for the interaction term. The effect size was medium (F^2 table value). Then moderation analysis was performed and the result of moderation analysis was exposed that a positive and significant effect of Psy Cap was exist between SL, WSS and WLB ($\beta = 0.224$, $p < 0.05$). Followed by, Psy Cap positively moderates SL, WSS, WLB and PWB and it was significant. The results of moderation analysis showed in Table 4.

Table 4 Moderation Analysis

	Path Coefficients	**Standard deviation**	**T Value**	**p value**	**Result**
WSS*Psy Cap -> WLB	0.224	0.061	3.675	0.035	H8 (a) Accepted
WLB*Psy Cap -> PWB	0.138	0.053	2.603	0.042	H8 (b) Accepted

Note: p value should be less than 0.05 to accept the hypothesis

9. IMPLICATIONS

9.1. Theoretical Implications

This study has integrated several topics such as SL, WSS and Psy Cap in a scientific way and has identified the systematic effects of each concept on others. The findings broaden the concept of SL and WSS in a way by highlighting the positive outcomes that can benefitted in banking sector. This study offers insights for SL in using WSS to boost up the levels of ability towards achieving WLB and PWB in banking sector.

9.2. Practical Implications

This study asserts the role of SL in improving WSS in the workplace to achieving employees' WLB and PWB.

In this regard, all the HR practices, particularly, the process of recruitment and selection of managers needs to be strategized to hire people with altruistic nature in order to develop the right work culture for the service industry. Banking management give priority to enhancing SL among various levels of management by the way of investing in organizing Servant Leadership Training Programs to develop servant leadership skills among managers and leaders and foster a positive and supportive culture in the banking sector. Social Support Systems: This study suggests the importance of Workplace Social Support to managing work and family imbalance and achieving psychosocial well being.

Hence, Organizations must promote teamwork, open communication, and collaboration. Establish support groups or mentorship programs to provide emotional and professional support among banking professionals. Foster a sense of community through team-building activities and events.

This study also highlights the importance of Psychological Capital on balancing work and family life and attaining psychosocial well-being. So, Top management must emphasize empowering professionals through proper training and education to increase hope towards themselves, their job and their organization. It also helps the professionals to enhance positive patterns of performing their duties. Further, empowered professionals were more confident and opted to change in an organization. Hence, it was concluded that when top management prioritize empowering them, it is easy to increase the enhanced Psy Cap.

10. CONCLUSION AND FUTURE SCOPE OF RESEARCH

This study started with the objectives of examines the role of leadership (Servant Leadership, social support (Workplace Social Support) on achieving Work-Life Balance and Psychosocial Well-Being. Further, this study focus on examine the role individual ability (Psychological Capital) to achieve the achieving Work-Life Balance and Psychosocial Well-Being. The findings were consistent with previous studies that companies can use SL and WSS to promote WLB and PWB. This study also tested the moderation role of Psy Cap to achieve WLB and PWB. By promoting WLB and PWB, the image value of the company increases among employees that lead to less absenteeism, more engagement and higher productivity can be ensured.

This study failed to address the organizational cultural contributions towards achieving of WLB and PWB. Future study can add cultural factors to support WLB and PWB. The model consists of mediation Workplace Social Support and studies its effect. The forthcoming study can be a comprehensive study that may add more variables such as work engagement, intention to quit etc.

11. ORGANISATION OF THESIS

The thesis consists of five chapters. The classification and explanations are given below:

Chapter 1: INTRODUCTION

The first chapter deals with introduction to the study contain Introduction, Objectives, Statement of problem, Significance, Scope and Limitations of the study.

Chapter 2: REVIEW OF LITERATURE

The second chapter deals with literature of Work-Life Balance and Psychological Illness in India and the challenges faced by these institutions. It consists of literature on Servant Leadership in such banking companies and its influence on Workplace Social Support. Social Support behaviour in such companies are discussed along with their impact on Work-Life Balance and Psychosocial Well-Being. Literature on Servant Leadership is given and its relationship with Workplace Social Support, Work-Life Balance and Psychosocial Well-Being is discussed.

Chapter 3: RESEARCH METHODOLOGY

This chapter deals with research approach, research design, sampling design, construction of questionnaire, data collection and analysis frame work.

Chapter 4: RESEARCH ANALYSIS AND INTERPRETATION

This chapter explains the usage of different statistical tools to find out the relationship among Servant Leadership, Workplace Social Support, Work-Life Balance and Psychosocial Well-Being. The proposed conceptual model which is tested using structural Equation Model with Smart-PLS is given here. Interpretation of the statistical results in various analyses is given in order to meet out research objectives.

Chapter 5: FINDINGS, SUGGESTIONS AND CONCLUSION

The fifth chapter is the summary of research findings which explains the relationships existing among different concepts taken for the study. This also includes proposed recommendations for strengthening Servant Leadership and Workplace Social Support in order to gain greater Work-Life Balance and Psychosocial Well-Being. This chapter also includes direction for future research and conclusion based on the entire research work.

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List of Publications

1. V. Sathyamoorthi, S.B. Inayath Ahamed, A. Hariharasudan, J. Grabara, M. Sroka, Managerial perspective of servant leadership on voice behavior of banking professionals: mediation model, *Polish Journal of Management Studies*., **27** (2) (2023) 311–327.
2. V. Sathyamoorthi, Effective contribution of green human resources practices on environmental sustainability in the era of industry 4.0: Evidence from India, *Renewable Energy and AI for Sustainable Development*, **9** (1) (2023) 197–213.
3. V. Sathyamoorthi, S.B. Inayath Ahamed, A. Hariharasudan, K. Szczepanska-Woszczyna, S. Kot, Unveiling the Factors of Green Human Resources in Manufacturing Industries, *Management and Production Engineering Review*, **14** (3) (2023) 57–74